

**REQUEST FOR QUALIFICATIONS**  
**Innovative Programs to Advance Equitable Outcomes**  
**People First Empowered by Urban Strategies, Inc.**

October 9, 2019

People First empowered by Urban Strategies, Inc. (USI) is a human capital development program created to improve conditions of well-being for families directly impacted by the comprehensive redevelopment of the more than 200-acre neighborhood known as the St. Paul's area of Norfolk. Tidewater Gardens is Phase 1 of this overall redevelopment plan. USI is seeking local organizations to join our comprehensive Service Provider Network. The Service Provider Network will collaborate to provide supportive services, programs, and/or initiatives, in the areas of 1) health and wellness; 2) employment, transportation, economic mobility; and/or 3) youth development and education which will advance equitable outcomes for the families of Tidewater Gardens involved in the People First Initiative.

**Introduction**

The People First Initiative was created through a partnership between the City of Norfolk, the Norfolk Redevelopment and Housing Authority (NRHA), residents and other stakeholders and is funded by the City. Urban Strategies, Inc. (USI) is the organizational lead for the implementation of this initiative. People First Empowered by USI will provide effective and high-quality mobility services and human capital investment to approximately 1,700 families from the Tidewater Gardens, Young Terrace, and Calvert Square public housing neighborhoods in the St. Paul's area. The current RFQ is seeking qualified organizations who can deliver supportive services to meet the needs of the residents of Tidewater Gardens. Based on the review of the RFQ responses, USI intends to issue a Request for Proposals to Qualified Respondents who may then be invited to enter into a Contract(s) for provision of proposed services. In order to effectively achieve the desired outcomes and associated metrics for families within this community, USI is establishing a Service Provider Network to include a range of partners who will enable individuals and families to: 1) access services they want and need, and 2) contribute to achieving success in one or more of the following key service pillars as measured by the metrics identified (or similar) below:

- **HOUSING STABILITY** – All individuals and families live in safe, stable housing that is affordable and well maintained.
  - # and % of households who remain stably housed
  - # and % of households receiving transportation that supports successful relocation in neighborhood of choice.
- **ECONOMIC MOBILITY** – All able-bodied individuals will work for a living wage or be self-employed.
  - # and % of working-age, able-bodied adults employed
  - # and % of individuals retaining work for 180 days
  - # and % of households spending more than 1/3 of income on basic needs
  - # and % of households participating in 1:1 financial coaching and credit repair who have improved economic conditions
- **HEALTH** – All individuals and families will have good physical and mental health and be working towards healthy lifestyles.
  - # and % of target population that is insured
  - # and % population participating in trauma-reducing programs/ programs that help to build safety, mastery, and connection.

- # and % of residents who are connecting to appropriate health services.
- # and % of residents who are aware of trauma
- # and % of residents who are connecting to appropriate health services.
- EDUCATION – Children enter kindergarten ready to learn, are proficient in core academic subjects, and graduate from high school college/career ready.
  - # and % of Kindergarteners entering school with age-appropriate functioning to be considered “Ready to Learn”
  - Proficiency in Math & Reading for 3rd through 9th graders
  - High School graduation rate
  - # and % of target youth participating in positive youth development activities that demonstrate a positive outcome
  - # and % of youth who are not on grade level in reading and math who are connected to academic supports

### **A. Urban Strategies Profile**

Urban Strategies, Inc. (USI) is a national nonprofit with extensive experience in the design and implementation of place-based human capital development strategies in communities that are undergoing comprehensive physical revitalization. USI works with Public Housing Authorities, city government officials, institutions, foundations, developers, property managers, community members and other stakeholders to build comprehensive plans around neighborhood conditions and human service needs.

Founded in 1978, USI is a leader in the field of community development, supporting more than 30,000 low-moderate income families, approximately 100,000 individuals, in 30 communities in 19 major metropolitan areas. USI supports communities, develops economic opportunities, cradle-to-college/career success, access to high quality health services, and a range of comprehensive human service supports while concurrently working with developers to create new physical facilities and amenities that complement human service systems and improve the capacity of existing community systems.

Our work is most generally focused in distressed urban core residential communities that are undergoing, or slated to undergo, physical revitalization. We work thoughtfully with community services to develop a network of support. With nearly 40 years of experience, our major accomplishments include:

- Comprehensive Human Capital planning and implementation in 19 major cities
- Lead implementation partner for people support services in 12 Choice Neighborhoods and 2 Choice Planning Grants
- \$330 Million in Choice Neighborhood Implementation Grants
- Planning and coordination of Community Support Services in 12 HOPE VI communities
- Over \$2 Billion in Public and Private Resources Leveraged for Innovative Programs and Initiatives
- Cradle to college/career partnerships in 17 School Systems

### **B. Request for Qualifications**

USI seeks organizations with an established history of responding to the demonstrated needs of communities. These organizations will effectively partner with the People First program

empowered by USI, the People First Service Provider Network, and residents of Tidewater Gardens to deliver services that produce measurable results in one of the key service pillars identified in the Introduction section above.

The selected organizations will have a family centered approach to address the underlying challenges that preclude families from having demonstrated success in at least one of the identified key service pillars.

All responses to this RFQ must include one (1) original of the proposal, with original signatures, and 4 copies of the proposal, each submitted in spiral bound or 3 ring binder 8.5” x 11” format. The deadline for submittal of responses is **4:00 PM Eastern time on November 19, 2019.**

Responses should be addressed to -

Kristie G. Stutler  
Regional Vice President  
Urban Strategies  
447 Walke St  
Norfolk, VA  
23504

RFQ responses should include:

- A cover letter noting that this is a response to the USI Request for Qualifications, signed by a person authorized to sign and bind the organization to statements contained in the response.
- A one-page narrative explaining the organization’s interest, particular abilities and qualifications related to this project.
- Description of the program, service or initiative the organization is proposing to implement including the need of the target community that will be met through its implementation.
- Description of services to be provided by the responding organizations and which services will be completed by partner agencies, if applicable.
- Description of the tasks USI will be asked to assist with, and information the selected organizations will require from USI in conjunction with project implementation.
- Description of experience of this type of program, service or initiative the responding organization has implemented in Norfolk or the region and outcomes achieved.
- Description of the organization, including the identification of individuals who will perform the proposed program, service or initiative together with a statement or resume for each describing such individual’s experience and qualifications with respect to this project.
- Designation of and qualifications of the assigned lead staff.

- List of references having knowledge of the proposed project who can attest to the responding organization's abilities
- Evidence that the organization is licensed to do business with the City of Norfolk and is in good standing with the City.

**C. Schedule**

- RFQ Posted—10/9/19
- RFQ Responses Due – 11/19/19
- Request For Proposal anticipated Issue date: 12/15/19

**D. Review and Selection**

Responses to this RFQ will be reviewed by a committee of USI and City of Norfolk staff that will determine which, if any, organizations are qualified to perform the work based on the submitted response. The committee shall choose qualified organizations whose proposed services best match the needs of the residents of Tidewater Gardens who will then be invited to respond to a forthcoming Request for Proposal.

The responses will be evaluated, and the organizations selected based on the following criteria:

- The organization's ability to submit a complete RFQ.
- The extent to which the organization's proposed program, services and or initiative addresses one or more key service pillars.
- Qualifications and experience in providing the proposed services, programs and/or initiatives as exemplified by past projects and client contacts.
- References that will demonstrate a thorough understanding of work proposed in the RFQ.
- Experience and qualifications of individuals assigned to the project.
- Ability of the organization to deliver the proposed services, programs and/or initiatives with limited USI assistance.

**E. Legal Notices**

Conflict of Interest:

Respondent must comply with conflict of interest requirements of 2 CFR 200.318 if awarded a subcontract by USI. No respondent who is an employee, agent, officer, or elected or appointed official of USI or the City of Norfolk or a member of his immediate family and who exercises any functions or responsibilities with respect to activities assisted under this RFQ may have a direct interest in the subcontract with USI or the proceeds thereunder.

Submission/Acceptance/Rejection of Bids:

Respondent must agree that USI reserves the right to reject any or all proposals; to select one or more respondents; to reconstitute consulting teams, to void this RFQ and the review process and/or

terminate negotiations at any time; to revise any conditions and stipulations contained herein, as convenient or necessary; to further negotiate fees, rates and financial arrangements, etc.; to establish further criteria for selection; to ask Respondents to submit additional information or evidence of their qualifications and experience; to waive informalities in the proposals and in the proposal process; to negotiate with successful respondents in any manner and with respect to any proposal element whatsoever, including composition of Respondent's team; and to reject any and/or all proposals for any reason, in its sole discretion.

#### **F. Questions Regarding This RFQ**

USI will conduct two sessions for organizations who have questions or who would like to obtain additional information. Sessions will be conducted on 10/28/19 and 11/18/19. Organizations responding to the RFQ are encouraged to attend one of these planned RFQ informational sessions. The first session will be held from 1:00pm – 3:00pm at **Jordan-Newby Library at Broad Creek (1425 Norchester Ave, Norfolk, VA 23504)**. Time and location of the 11/18/19 meeting is TBD. Please RSVP to [Kristie.Stutler@urbanstrategiesinc.org](mailto:Kristie.Stutler@urbanstrategiesinc.org)

If you will be attending one of these sessions.